

Chapter 1: Introduction

The San Francisco Municipal Railway (Muni) operates public transportation in the City and County of San Francisco. It is the Bay Area's largest transit operator and eighth largest in the country, based on ridership. Muni carries 672,000 trips every weekday (about 211 million trips per year) and has approximately 4,800 employees and an annual operating budget of about \$575 million.

The Short Range Transit Plan (SRTP) is the system's primary planning document, and is updated every four years, with "mini" updates in intervening years. It describes the organization, current and planned services, the 20-year Operating Financial Plan (OFP) and the Capital Improvement Program (CIP). The SRTP documents Muni's current state as well as top priorities for the future and provides financial forecasts for the next 20 years and also serves as a reference for various internal and external stakeholders.

The SRTP is required by the Metropolitan Transportation Committee (MTC), the transportation planning, coordinating and financing agency for the nine-county San Francisco Bay Area, as a condition for receiving federal funds. MTC also supports the preparation of this report by providing federal funds to reimburse the costs of completing the SRTP. The preparation schedule and the general structure of SRTPs for Bay Area transit agencies are established by MTC.

This SRTP also includes information about the San Francisco Municipal Transportation Agency (SFMTA), Muni's parent agency, which also includes the Department of Parking and Traffic (DPT) and the Parking Authority (PA). Most of the information in this SRTP, such as the CIP and the OFP, pertain only to Muni. In some instances where a "one agency" approach is preferable, such as in agency goals and accomplishments and organizational structure, SFMTA information is provided. The relationship between Muni and SFMTA is described in Chapter 2.

What's New in this SRTP

Since the FY 2006 SRTP was adopted in December 2005, the Third Street Light Rail Project went into revenue service, and significant progress was made on Phase 2, the Central Subway. A detailed update on Phase 2 is provided in Chapter 3.

Information related to service, namely current service, planning, and evaluation, has been organized into two chapters. Chapter 4 describes the current service design and policies, methods of evaluation including Proposition E standards and system performance. This Chapter also includes any service changes proposed in the FY 2008 operating budget. Chapter 5 describes the future service proposals and plans for expansion, including relevant planning and technology innovations. It also outlines key initial findings and short-range productivity changes proposed by the Transit Effectiveness Project (TEP), a study underway to understand Muni's service and operations and to determine what routes, frequency and service levels best support the City's transit needs.

Chapter 6 describes the operating budget for FY 2008 and projects the budget 20 years into the future, to help determine whether funding will likely be sufficient to support planned service changes. The SRTP includes a section on structural changes that are required to achieve a viable organization for the future.

The Capital Improvement Program (CIP) is described and detailed in Chapters 7-11. Projects in the major component programs (Fleet, Infrastructure, Facilities, and Equipment) are described in Chapters 7-10, and Chapter 11 provides information on prioritization, available funding, and the supporting summary and detailed capital tables. Individual project descriptions are included at the end of the CIP chapter.

Relationship to Other Plans

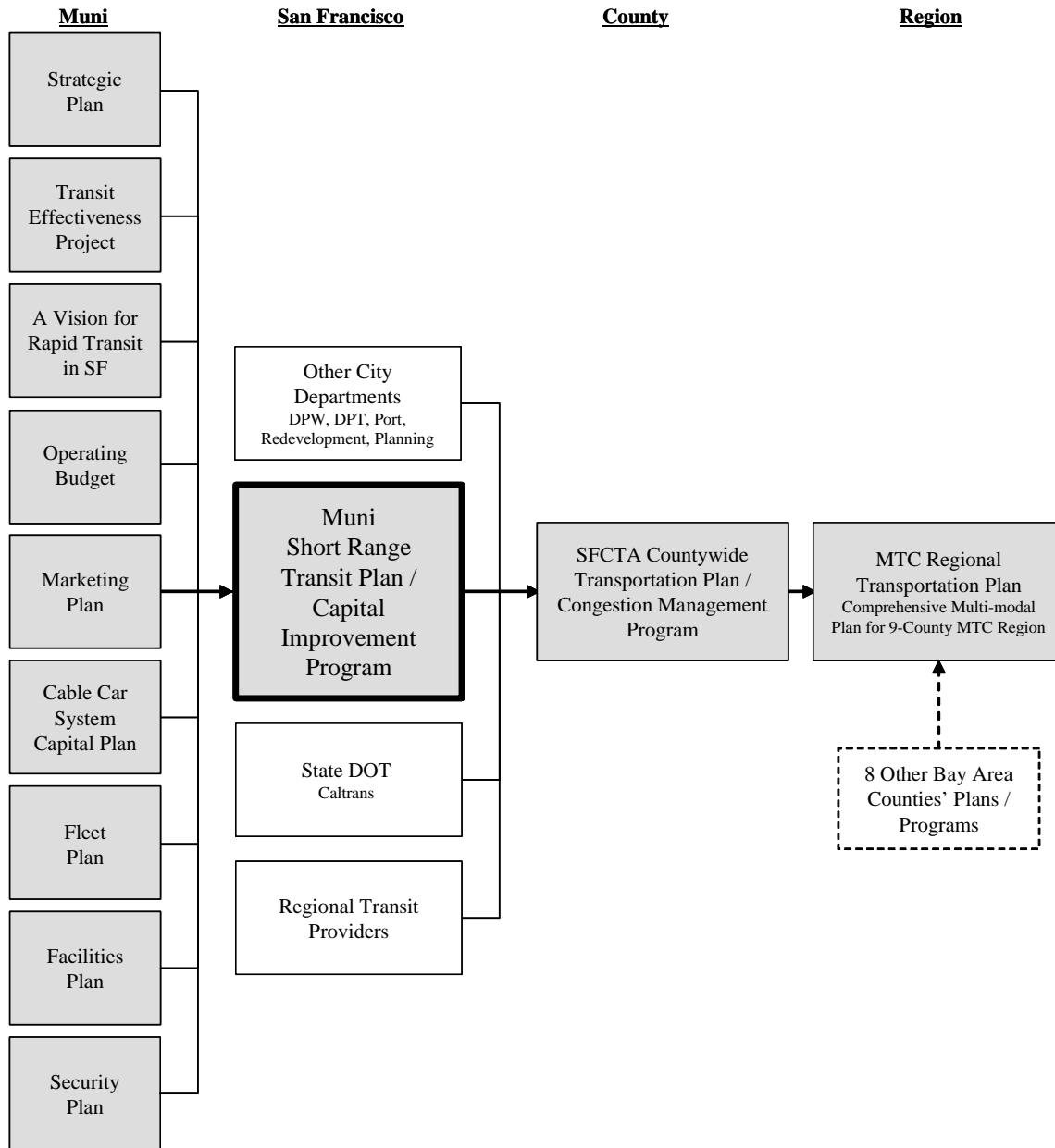
The SRTP summarizes various planning efforts underway to guide Muni's future direction. The SRTP provides justification, support and prioritization for Muni's capital projects contained within key plan documents prepared by other agencies including the San Francisco Countywide Transportation Plan (prepared by the San Francisco County Transportation Authority or SFCTA) and the Regional Transportation Plan (prepared by MTC for the nine-county Bay Area). Figure 1-1 shows the relationship between the different plans.

Adoption of the SRTP by the SFMTA Board of Directors represents approval of this overall vision and coordination statement. It is not a commitment to construct specific capital projects, nor to adopt certain service levels, or to adopt a detailed budget. These are each handled by separate policy actions.

There are two key SFMTA planning efforts underway that influenced this version of the SRTP. The TEP (mentioned previously) is an 18 month comprehensive review of Muni operations, planning and service delivery, with the goals of making service more attractive to the public while using limited resources more efficiently. The TEP will not be completed by the time this STRP will be adopted. However, early recommendations and pilot projects have helped shape the SRTP. The TEP is described more fully in Chapter 5.

The second key planning effort is the SFMTA 2012 Strategic Plan, which provides a broad agency vision, with goals, objectives, and key performance indicators. It is described more fully in the next section.

Figure 1-1: Relationship of SRTP to Other Plans



SFMTA 2008-2012 Strategic Plan: Vision and Goals

In fall 2006, the SFMTA began the development of a comprehensive strategic plan that identifies both the organization's vision and what actions are required for future success.

The SFMTA Board of Directors held special public workshops to discuss the operating environment the SFMTA will be facing in the future. The Board also identified and discussed key assumptions regarding how these issues will affect the Agency. The Board identified strategic priorities for the SFMTA that must be addressed in order to fulfill the Agency's mission of serving various customers and stakeholders. The Board of Directors also began crafting a vision statement that would be the focus of improvement efforts moving forward. Finally, the key vision elements were established by the Board to set the direction of the organization

Once the strategic priorities were developed, the SFMTA Senior Leadership Team developed broad-based strategies for how the Agency will achieve the overall vision. The team identified six overarching goals and an initial set of objectives that would serve as the core of this strategy. The Leadership Team created goal teams that were tasked with finalizing the objectives, identifying key performance indicators and proposing initiatives the Agency will implement to achieve each of the goals and objectives.

In February 2007, the SFMTA Board reviewed a draft *SFMTA 2008-2012 Strategic Plan: Proposed Vision, Goals and Objectives*. The final document was adopted by the Board in June 2007. (The full document, which includes initiatives and key performance indicators for each goal, is contained in the Appendix.)

The proposed vision statement to guide this process is:

Vision Statement

“Providing timely, convenient, safe, and environmentally friendly transportation alternatives...SFMTA enhances the quality of life of San Francisco.”

Goals and Objectives

The six goals and corresponding objectives in the Strategic Plan are:

Goal 1 - Customer Focus: To provide safe, accessible, clean, environmentally sustainable service, and encourage the use of auto-alternative modes through the Transit First Policy.

- 1.1. Improve safety and security across all modes of transportation.
- 1.2. Improve cleanliness of SFMTA stations and vehicles by providing a clean, comfortable experience for our transit riders.
- 1.3. Reduce emissions as required by the SFMTA Clean Air Plan.
- 1.4. Improve accessibility across transit services.
- 1.5. Increase the percentage of trips using more sustainable modes (such as transit, walking, bicycling and rideshare).

Goal 2 – Customer Focus: To get customers where they want to go, when they want to be there.

- 2.1. Improve transit reliability to meet 85% on-time performance standard.

- 2.2. Ensure efficient transit connectivity and span of service.
- 2.3. Fulfill bicycle and pedestrian network connectivity.
- 2.4. Reduce congestion through major corridors.
- 2.5. Manage parking supply to align with SFMTA and community goals.

Goal 3 – External Affairs – Community Relations: To improve the customer experience, community value, and enhance the image of SFMTA, as well as ensure SFMTA is a leader in the industry.

- 3.1 Improve economic vitality by growing relationships with business, community, and stakeholder groups.
- 3.2 Pursue internal and external customer satisfaction through proactive outreach and heightened communication conduits.
- 3.3 Provide a working environment that fosters a high standard of performance, recognition for contributions, innovations, mutual respect, and a healthy quality of life.
- 3.4 Enhance proactive participation and cooperatively strive for improved regional transportation.

Goal 4 – Financial Capability: To ensure financial stability and effective resource utilization.

- 4.1. Increase revenue by 20% or more by 2012 by improving collections and identifying new sources.
- 4.2. Ensure efficient and effective use of resources.

Goal 5 – SFMTA Workforce: To provide a flexible, supportive work environment and develop a workforce that takes pride and ownership of the agency’s mission and vision and leads the agency into the evolving, technology-driven future.

- 5.1. Increase resources available for employees in performing their jobs (tools, staff hours, etc.).
- 5.2. Improve facilities in which people are working.
- 5.3. Improve internal communication and employee satisfaction.
- 5.4. Increase internship/apprentice opportunities to fill critical positions (determine current and future critical needs and create opportunities).
- 5.5. Improve SFMTA’s ability to grow and retain strong leadership (Succession Planning).
- 5.6. Improve the performance management process across all classifications (by increasing the number of performance expectation discussions and employee assessments).
- 5.7. Develop Leadership and Management Training.
- 5.8. Improve work/life balance of employees.
- 5.9. Improve access to Human Resource System information.

5.10. Improve access to knowledge capital across the SFMTA (HR Portal).

Goal 6 – Information Technology: To improve service and efficiency, the SFMTA must leverage technology.

6.1. Information and Technology Leadership: Identify, develop, and deliver the new and enhanced systems and technologies required to support SFMTA’s 2012 goals.

SFMTA Goals and Proposed Initiatives for FY 2008

Staff presented FY 2008 goals to the MTA Board in June 2007 that are identical to the *Strategic Plan* goals listed earlier. These were accompanied by proposed initiatives. As of August 2007, these initiatives had not yet been adopted.

Strategic Plan Goal 1: To provide safe, accessible, clean, environmentally sustainable service and encourage the use of auto-alternative modes through the Transit First policy

FY 08 Goal 1 Initiatives:

- Oversee the Transit Effectiveness Project being performed under the auspices of the City Controller’s Office to develop an action plan to achieve Service Standards for:
 - On-time performance
 - Service availability
 - System reliability and Traffic operations
 - System performance
 - Staffing performance
 - Customer service
- Ensure safety awareness and preparedness as well as a proactive approach to safety for employees, passengers, pedestrians, bicyclists and motorists.
- Improve safety for employees, passengers, pedestrians and motorists through training, increased awareness, and improved equipment, facilities and traffic control.
- Continue to develop and implement policies that reduce the rate of accidents, and enhance system safety and security.
- Enhance the accessible services/paratransit services program to implement a Paratransit debit card program for taxi service.

Strategic Plan Goal 2: To get customers where they want to go, when they want to be there

FY 08 Goal 2 Initiatives:

- Increase combined multi-modal planning efforts that improve pedestrian, bicycle, and transit modes.
- Initiate outreach efforts for a joint Pedestrian Master Plan and Streetscape Master Plan.
- Conclude bicycle CEQA legal proceedings as expeditiously and as favorably as possible; and undergo broader review of the bicycle program and project impacts.

Strategic Plan Goal 3: To improve the customer experience, community value, and enhance the image of SFMTA, as well as ensure SFMTA is a leader in the industry.

FY 08 Goal 3 Initiatives:

- Improve customer service by increasing access to timely and accurate information about all MTA services and by swift resolution of complaints and issues with integration of the city's new 311 customer information center.
- Develop new customer service information center at SFMTA headquarters at 1 South Van Ness for all parking and traffic and fare media related issue resolution.
- Provide meaningful and comprehensive outreach to our stakeholders for public participation in the Transit Effectiveness Project goals.

Strategic Plan Goal 4: To ensure financial stability and effective resource utilization

FY 08 Goal 4 Initiatives:

- Continue an aggressive pursuit of all revenue sources and improved management of resources.
- Establish a framework of policies and procedures that foster the long term financial stability of the Agency.
- Prepare a comprehensive Capital Plan for the MTA.
- Develop and implement a more efficient fare evasion mitigation program.

Strategic Plan Goal 5: To provide a flexible, supportive work environment and develop a workforce that takes pride and ownership of the agency's mission and vision and leads the agency into the evolving, technology-driven future.

FY 08 Goal 5 Initiatives:

- Embrace SFMTA's values at all levels and divisions within the organization by focused communication, involvement and employee recognition.
- Implement an Agency-wide Performance Appraisal Program that makes employees at every level accountable for the successful achievement of Agency goals and standards.

Strategic Plan Goal 6: To improve service and efficiency, the SFMTA must leverage technology

FY 08 Goal 6 Initiatives:

- Continue the implementation of the Technology Projects including TransLink®, NextMuni, and SFgo.
- Explore best practices and new technology to improve overall transit efficiencies and service delivery through installation of the automatic passenger counter systems.

FY 2006 and FY 2007 Accomplishments

The major SFMTA accomplishments for FY 2006 and FY 2007 are listed below, including highlights for both Muni and DPT.

New and Planned Service

- Third Street light rail started revenue service on April 7, 2007 and a new trolley coach line, the 20-Columbus started on June 30, 2007.
- Received favorable medium rating for federal funding of Phase 2 - Central Subway.
- Continued construction on Metro East maintenance facility.
- Assisted the SFCTA in the completion of the Geary BRT feasibility study, approved to advance to environmental review.
- Assisted the SFCTA with the Van Ness BRT environmental/engineering study.
- Managed the Transit Effectiveness Study with the Controller's Office and implemented pilot projects on certain lines to test impacts to reliability of service, and develop an operations and cost model.
- Selected for a major federal grant to support SFgo signal and traveler information technology on Van Ness Avenue; Polk, Gough, Franklin Streets; and Geary Boulevard. The grant will also support parking information and management improvements.

Infrastructure, Facilities, and Fleet

- Completed track replacement, including special trackwork, switches and curved track, at and near the major junction of the K, L & M Lines at West Portal & Ulloa.
- Completed overhead line replacement for MUNi metro subway overhead replacement, phase 1 (Downtown Subway- Embarcadero to Castro).
- Installed Automatic Passenger Counters on 110 buses as part of the TEP.
- Implemented a Disability Placard Enforcement Program and established a local review panel to monitor disability placards.
- Developed plan to locate a Biodiesel Storage and Collection Facility on SFMTA property.
- Placed 86 Hybrid-Electric buses into service.
- Adopted SFMTA Clean Air Plan – Zero Emissions by 2020.
- Installed exhaust after-treatment devices on all compatible buses (80% of the diesel fleet).

Traffic Signal, Bicycle, and Pedestrian Projects

- Initiated operations at SFgo Traffic Management Center.
- During FY 06-07 pedestrian countdown signals were installed at 59 locations, bringing the total number to about 850 out of 1200 signalized intersections.
- Accessible (audible) pedestrian signals installed at 52 intersections.

- Installed signal upgrades and modifications at over 100 intersections.
- Initiated Bike Plan Environment Impact Review.
- Participated with several other City agencies in preliminary outreach and existing conditions analysis for Better Streets Plan to improve the pedestrian environment.

Administrative and Other Accomplishments

- Completed first SFMTA-wide Capital Investment Plan.
- Presented 2-year Operating Budget to Board.
- Reduced staff absences.
- Reduced Muni accidents by 7% (comparing first three nine months of FY 2006-07 to nine-month average for previous year)
- Reduced workers compensation claims costs by 12% and incidence of new claims down by 13%.
- Sponsored State legislation to decriminalize proof of payment citations.
- Installed NextMuni technology on additional platforms, equipping all trolley bus and light rail lines plus selected diesel bus lines.
- Disadvantaged Business Enterprises (DBEs) and Small Business Enterprises (SBEs) received an average \$17 million annually or 27% of SFMTA contract dollars.
- Hired additional front line staff (*e.g.* operators, parking control officers).
- Completed full integration of Municipal Railway and Parking and Traffic functions mandated by Proposition E, and recast SFMTA financial structure.
- Developed project plan to implement smart card technology (TransLink) for public transit and implemented smart card technology for parking.
- Launched online sales of parking cards and fare media.

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